

Entrepreneurs are everywhere

a manifesto for
solving poverty

iDE



iDE

If we want to end poverty, not just make incremental improvements, we must empower millions of people who now live on \$2 a day to profit from the marketplace.

By designing business models that embrace the poor as business owners, sales agents, producers, and employees, we create a self-sustaining climate of opportunity. We've reached 23 million people so far.

iDE's ROI Commitment

10:1

Return on investment is possibly the most important metric we have as it measures the impact you can make with a limited amount of money.

We commit to a minimum return of \$10 in annual income generated by a person in poverty for every dollar invested with iDE.

ROI is based on a three-year rolling average.

Start With People

People are more likely to invest their money in a solution that comes from their own ideas and desires. Using Human-Centered Design, we make no assumptions about what people want or what the final solution should look like. Instead, we develop a deep understanding of people's lives to inspire our designs and market-based ideas.

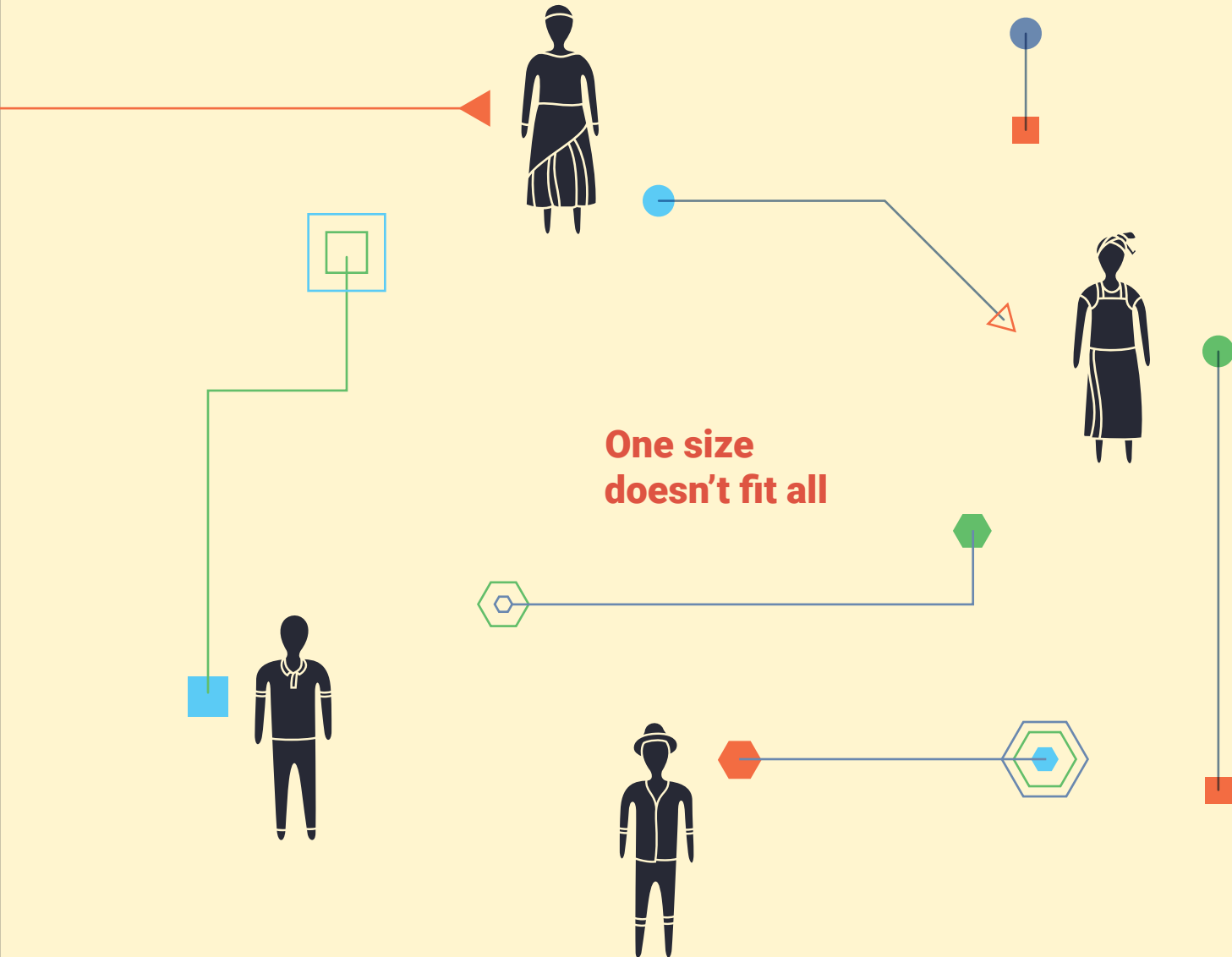
By asking first, we reduce risk and achieve success that is sustainable and scalable.

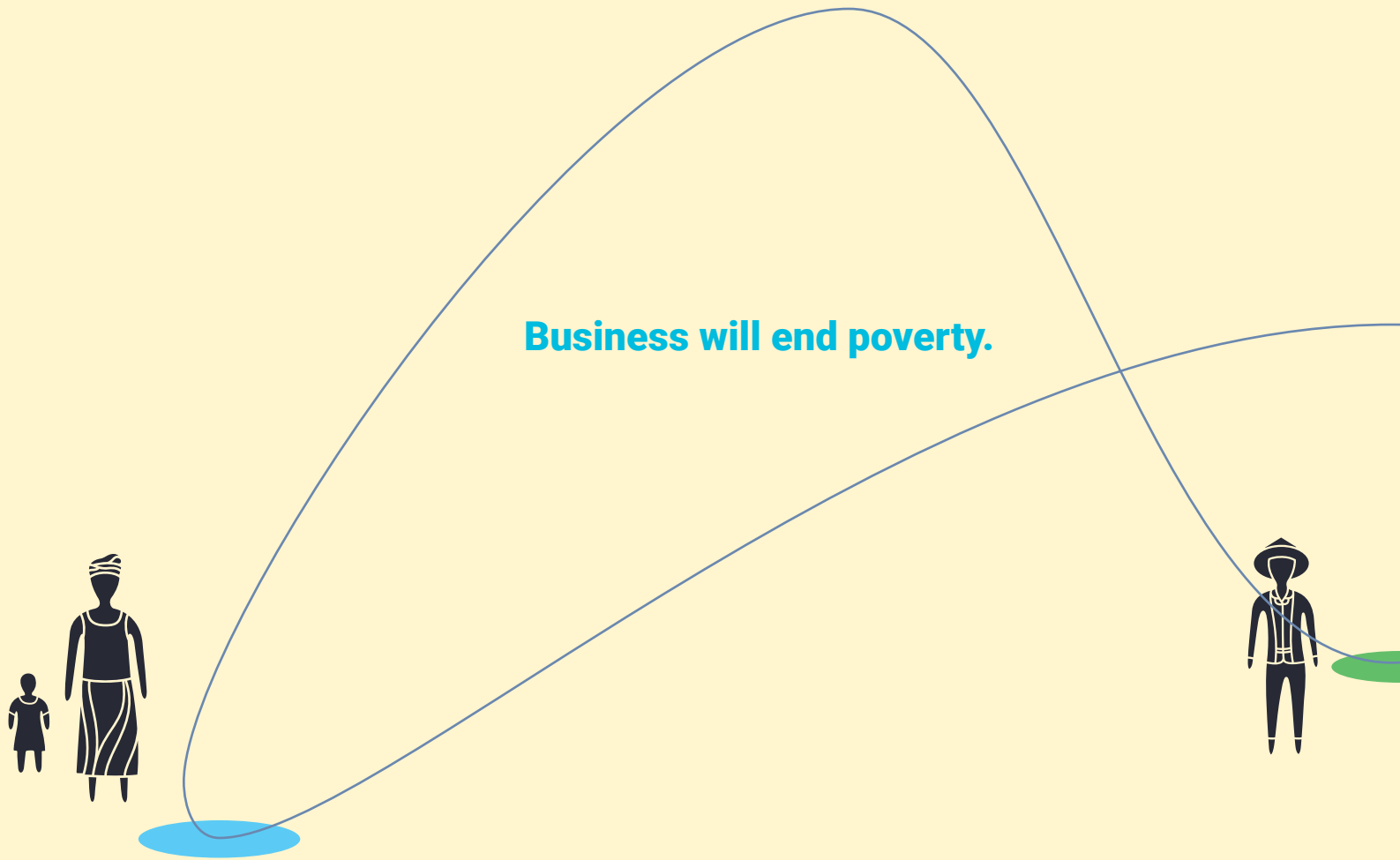




**If you want to know how to
improve people's lives, ask them.**

**One size
doesn't fit all**





Business Delivers

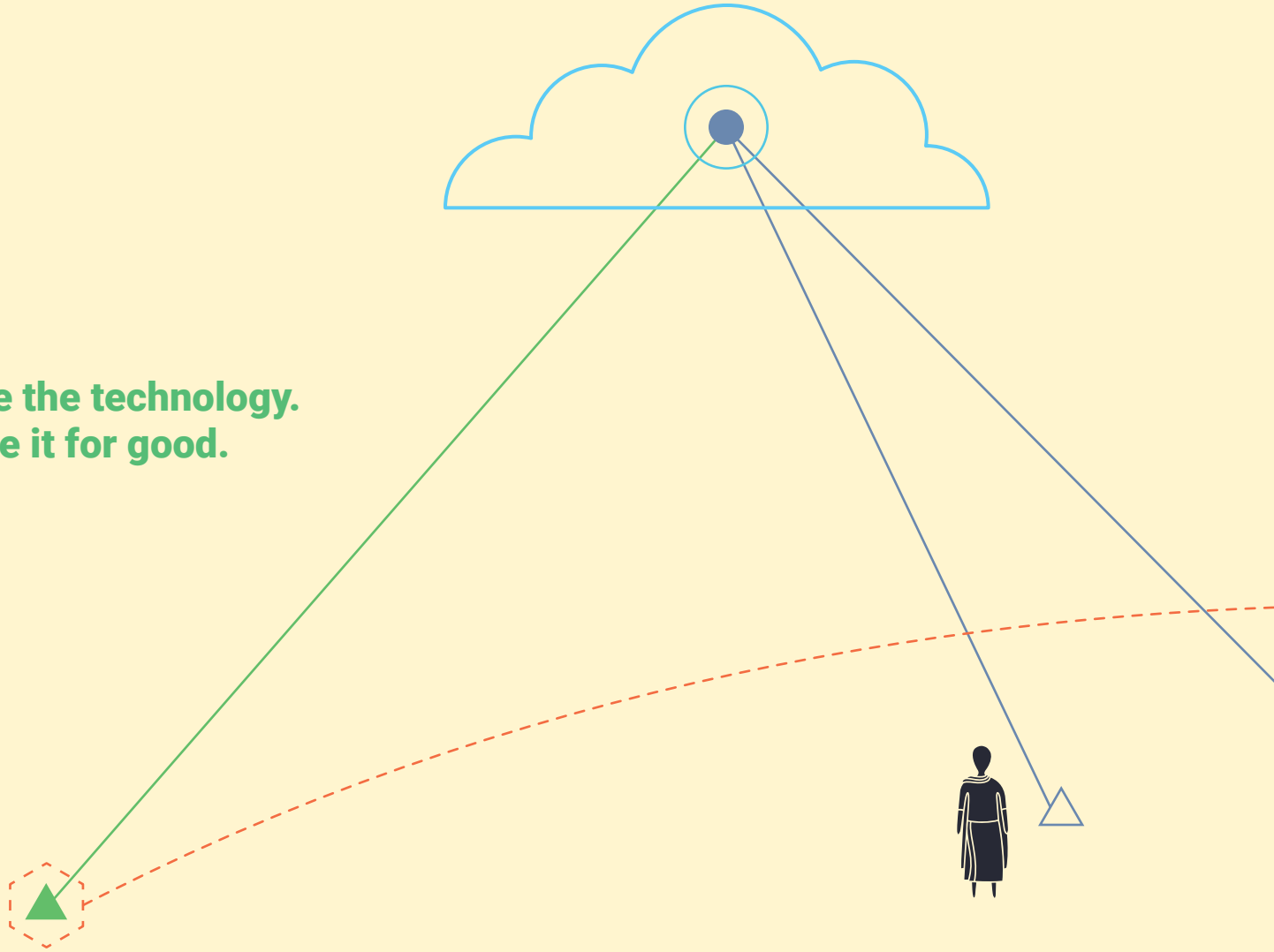
The poor work hard: growing food, tending a market stall, pouring cement into a mold. Today they are struggling to get by, but with training, tools, and opportunities, they can become successful employees, sales agents, business operators, and entrepreneurs.

We mobilize the private sector by building a strong business case for marketing to the poor. By sharing decades of lessons from successes and failures and ever-changing customer insights, we reduce the risk and challenge of market entry for businesses of all sizes. We take special care to ensure that we're building markets that can continue to strengthen after we move on, and are inclusive of marginalized people—those without access to land, capital, or information.

Where markets are so broken that basic market infrastructure does not exist, iDE creates financially viable social enterprises that are dedicated to social, environmental, and financial goals.



**We have the technology.
Let's use it for good.**



Results Rule

The first phone many Africans use is a cell phone. It's been cheaper and easier for developing countries to build cell towers than to string wires between rural homes. At iDE, we're building on that technological leap to radically transform the lives of the poor.

iDE is pioneering a dynamic cloud-based information system that connects every segment of our operations, from the mobile phone of a latrine sales agent in rural Cambodia, to the Country Director's laptop in Phnom Penh, to the operations team in our Denver, Colorado, headquarters. This integration enables us to have real-time data so we can analyze our quality and reliability, cost-effectiveness, progress towards targets, and key performance indicators. But more importantly, it helps customers get their toilets delivered faster and cheaper.



Real-time data allows us to quickly prioritize investments that work and eliminate those that don't.

Impact Beyond



NUTRITION TO THRIVE

Vitamin-rich crops provide families and communities with the energy and mental ability they need to be successful.



GENDER EQUALITY

Men and women participate as customers and entrepreneurs, strengthening their families and livelihoods.

Income

People need more than money to realize their potential. We must develop innovative and compassionate solutions that resolve fundamental inequalities.



FOOD SECURITY

Sustainable farming practices ensure the availability of food while protecting the environment and health of communities.



RESILIENCE TO CLIMATE CHANGE

Farmers have access to practical strategies to deal with unpredictable weather and its effects.



Agriculture for Entrepreneurs

Small-scale farmers grow 80 percent of the food available in rural areas. We're creating business opportunities that result in greater income for farmers, their families, and their communities.

FARM BUSINESS ADVISORS

iDE builds networks of Farm Business Advisors, entrepreneurs who go door-to-door selling products and services on commission, enhancing the productivity of small-scale farmers located in remote areas far away from commercial centers.

RESOURCE-SMART TECHNOLOGY

iDE identifies and re-designs technologies that exist at the intersection of these four resources: labor, income, water, and energy.

MARKET OPPORTUNITIES

iDE connects farmers to a steady stream of suppliers and buyers by forming production groups and Collection Centers, which are physical places where harvests are gathered as well as social and business networks that enable peers to share market information and agricultural methods.





Markets for WASH

Diarrheal disease causes more deaths in children under five than malaria, tuberculosis, and HIV—combined. We're taking on this global crisis by building markets for sanitation, clean water, and hand hygiene.

HUMAN-CENTERED DESIGN

Designing a toilet a poor family wants to buy and own requires that we start with an understanding of the customer's cultural background, barriers, motivators, and influences. We optimize the customer's entire journey, from creating awareness and shifting behaviors, to the purchase experience, usage, and maintenance.

BUSINESS MODELS

iDE designs business models that are profitable enough to attract entrepreneurs to invest in the latrine market. We build their capacity in technical and business skills. And we monitor and analyze business performance data to ensure customer demand is met.

DIRECT SALES

iDE promotes a direct sales strategy, creating a network of agents who conduct village and door-to-door sales, stimulating household demand, taking orders, and delivering to homes.





Finance

Access to Finance

We engage financial institutions to develop loan programs that enable people to make purchases with little or no collateral.

BUSINESS PLANNING

We assist small-scale entrepreneurs in developing business plans and obtaining loans to carry out those plans. Business plans include realistic production, sales, and price forecasts, ensuring owners have enough cash flow to reinvest in the business and comfortably pay off the loan.

CREATING PARTNERSHIPS

Finance partners come in various forms, from community banks and village savings groups to micro finance institutions and traditional banks. iDE's role is to find the right partner for each situation, and to build trust and confidence between borrowers and the financial service provider.

DESIGNING OPTIONS

We help design loans, savings, and insurance services that pair user's needs with finance partner's abilities. For example, loan timing and repayment schedules can match farmers' production and harvesting cycles, and farmers have the option to buy crop insurance as part of seed purchases.





Candelario Bojorge
Rivas, Nicaragua

CANDELARIO GROWS PLANTAINS in the “dry corridor” of Nicaragua. Working with iDEal, an iDE owned social enterprise focused on increasing farmers’ productivity, Candelario also sells drip irrigation kits to farmers in his community.

Since he began using iDEal’s highly efficient irrigation system, Candelario was able to double the amount of land he farmed using the same amount of water as traditional flood irrigation. And, he noticed his trees began growing more and bigger plantains. After expanding his farm, he is earning 40 percent more money.

iDEal and Candelario are working together to test the efficiency of the system and find ways to improve it. This research will assist iDEal technicians in further increasing the efficiency of drip systems in this part of Nicaragua.



Ho Van Dua
Dakrong Province, Vietnam



HO, THE FATHER OF SIX GIRLS, in A La hamlet in the Dakrong province, was tired of digging a new pit latrine every year, because without any sons, he had to do it by himself. Ho wanted something that would be stable, and not collapse, so he wouldn't have to keep moving the pit. When Ho decided to invest in a new sanitary latrine that would prevent disease transmission by flies, the Vietnamese government paid for half the cost, and iDE educated him on building the structure.

Ho's daughter Ngahn is seventeen years old and attends university. She loves the new pour-flush latrine, because it's cleaner than the one at school, and the flies are gone. Ho loves it because the new latrine is safe, the sides won't collapse, and it was easy to build—he thinks it may be the last pit he'll have to dig for a very long time.



Juddy Mukumbi
Northwest Province, Zambia



JUDDY HAS A VERY LARGE SMILE and a loud, confident laugh. Although she stopped going to school in grade four, Juddy is a dedicated learner. Juddy chose to pursue vegetable gardening after attending a training event facilitated by John Muta, an iDE Farm Business Advisor.

Juddy has been working with John over the past year to acquire a loan from a micro finance institution for seeds and fertilizers. She pursued the loan, and her name is on the loan documents, but she and her husband decided together how much to request.

Once her produce is sold at the market, she shows her husband the money to demonstrate that she is contributing to the household income, and then she spends it as she likes to improve her family's lifestyle.



We're creating business opportunities in the most challenging economies in the world.

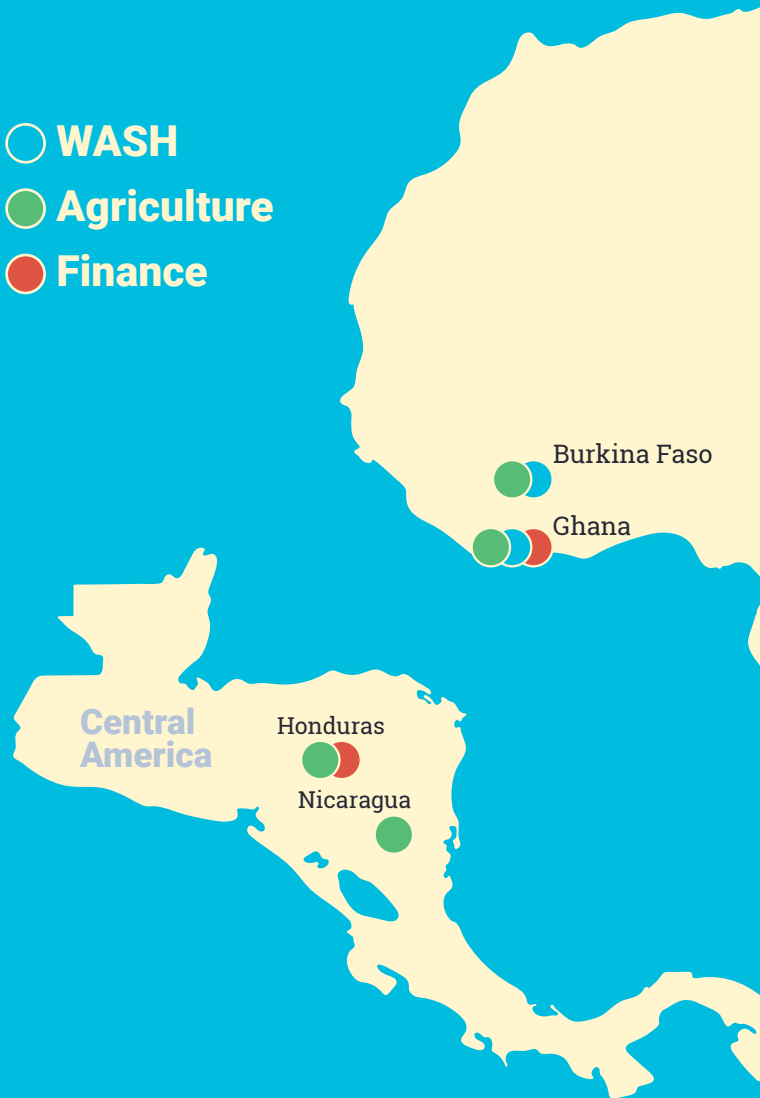
We have a long-term presence in 14 countries, where we plan to stay as long as it takes to achieve our goals.



Office Locations

1. Global Headquarters, Denver, Colorado, USA
2. Winnipeg, Canada
3. London, UK

- WASH
- Agriculture
- Finance





Africa

Ethiopia

Zambia

Mozambique

Asia

Nepal

Bangladesh

Vietnam

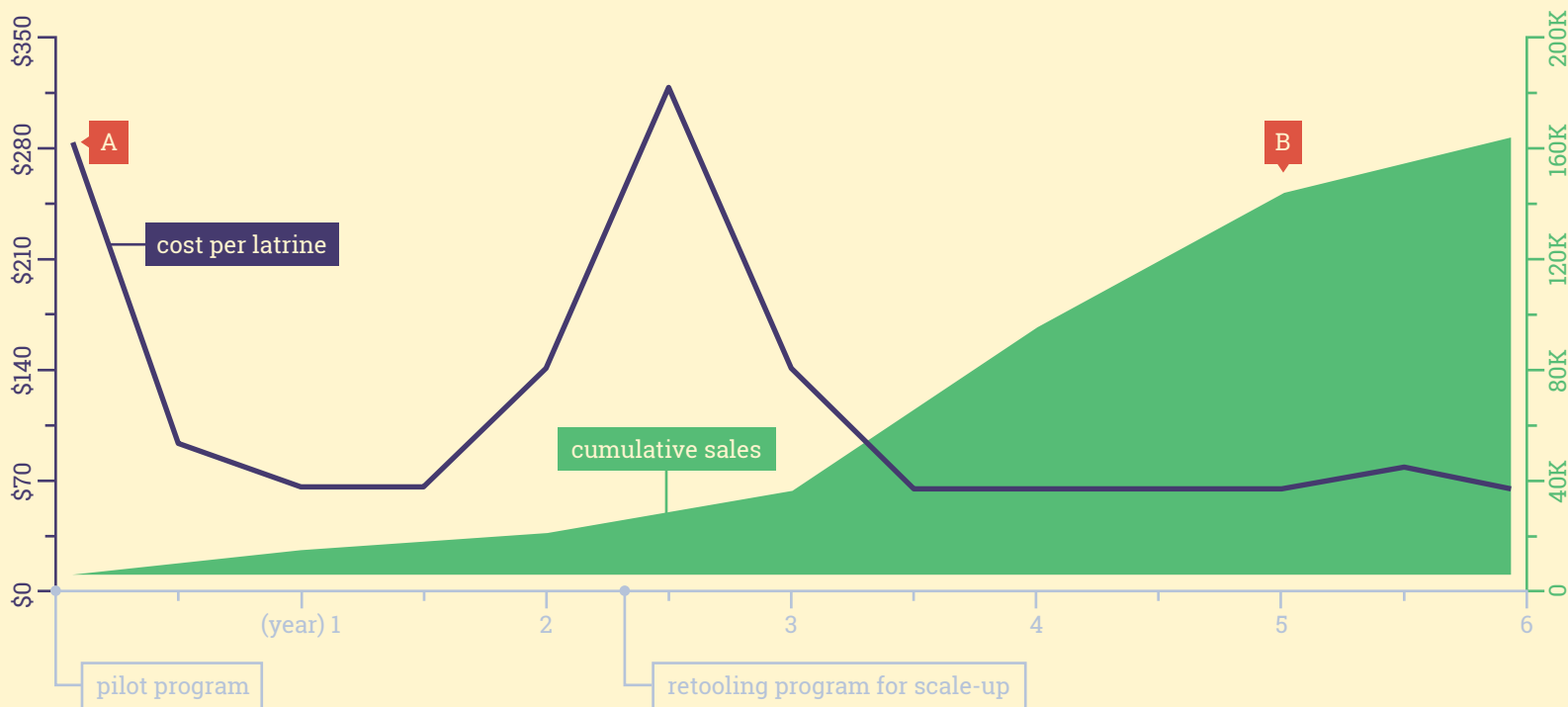
Cambodia

WHAT WE DO: GLOBAL CAPABILITIES

Diagnosing Markets
Market Facilitation
Research & Development
Technical Assistance
Human-Centered Design
Technology Commercialization
Business Model Generation
Social Marketing
Human-Centered Sales
Monitoring & Evaluation
Real-Time Data Analysis
Value Chain Analysis
Private Sector Engagement

WHAT WE KNOW: GLOBAL EXPERTISE

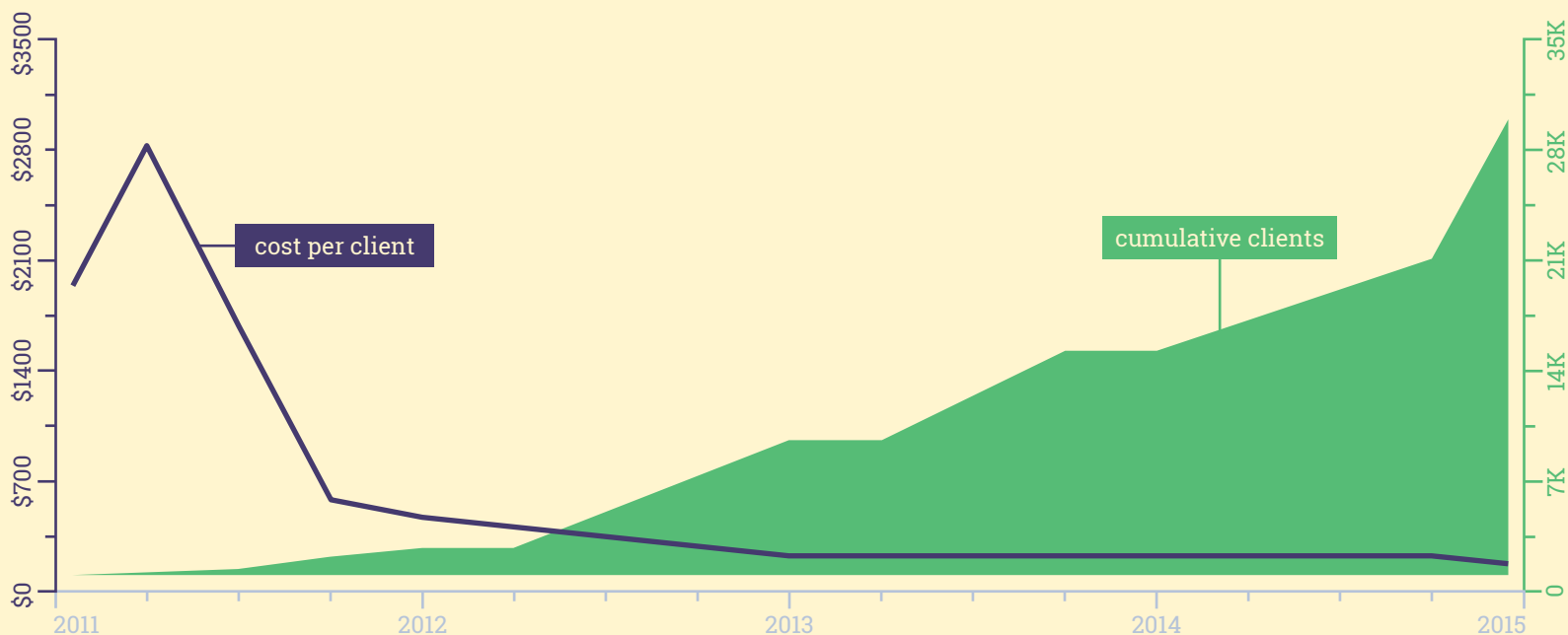
Agricultural Best Practices
Climate Resilience
Food Security
Gender Equity
Market Development
Public-Private Partnerships
Nutrition
Sanitation
Small-Scale Irrigation
Social Enterprise
Business Strategy



SANITATION MARKETING

Our goal in Cambodia is to quickly achieve 100% sanitation coverage. With sanitation marketing, investment costs are high at the beginning **A** due to training and outreach activities; then, once supply is secured and demand increases, sales skyrocket **B** and

iDE's cost per unit dramatically decreases. The latrine producers earn a profit through a sustainable business model and public sanitation goals can be achieved in a fraction of the time.



FARM BUSINESS ADVISORS

An example of how we are able to accelerate with a burst of investment is illustrated by the success of Zambia's Farm Business Advisor (FBA) model. With flexible donor dollars, we were able to standardize the FBA system by publishing formal training

and recruitment manuals, which in turn produced more focused and standardized training of FBA's. As we continue to formalize the approach and best practices, we become much more efficient and see the potential to reach scale.

**We know what works,
and we're ready to go big.**

The next 20 million will be about accelerating our progress. By reaching 20 million more in one quarter of the time, we will drive the revolution that will put an end to poverty.

It's time to go big.

It's time to take what we've learned over three decades of experience in empowering entrepreneurs, and hit the gas pedal.

We're accelerating our ability to unleash the entrepreneurial power of another 20 million people. Take the ride with us.

To start a conversation about a flexible, targeted partnership with iDE, contact us at partnership@ideglobal.org

We are constantly measuring our progress and evaluating the impact we are having. For the most recent data, visit our site at ideglobal.org

iDE photos by David Graham, Jess MacArthur,
Ranak Martin, Chris Nicoletti, and Morgan Kelly Cowles

iDE is a global development organization that co-creates with foundations, governments, individuals, for-profits, and nonprofits to develop lasting solutions to poverty. We design and deliver market-based solutions in Agriculture and WASH in 11 countries across Asia, Africa, and Central America. Much more than a collection of technologies and field offices, we are a globally integrated ecosystem of nearly 1,000 staff, passionate about innovation and entrepreneurship.

The bottom line is improving the lives of our clients: the rural farmers and small businesses that are among the world's poorest. The impact we report is rooted in reality and the data is readily available to anyone. This is our method of ensuring that the investments—in money and in time—made by our donors, the rural entrepreneurs we are working with, the customers they are serving, and our staff are having real impact.

ideglobal.org

